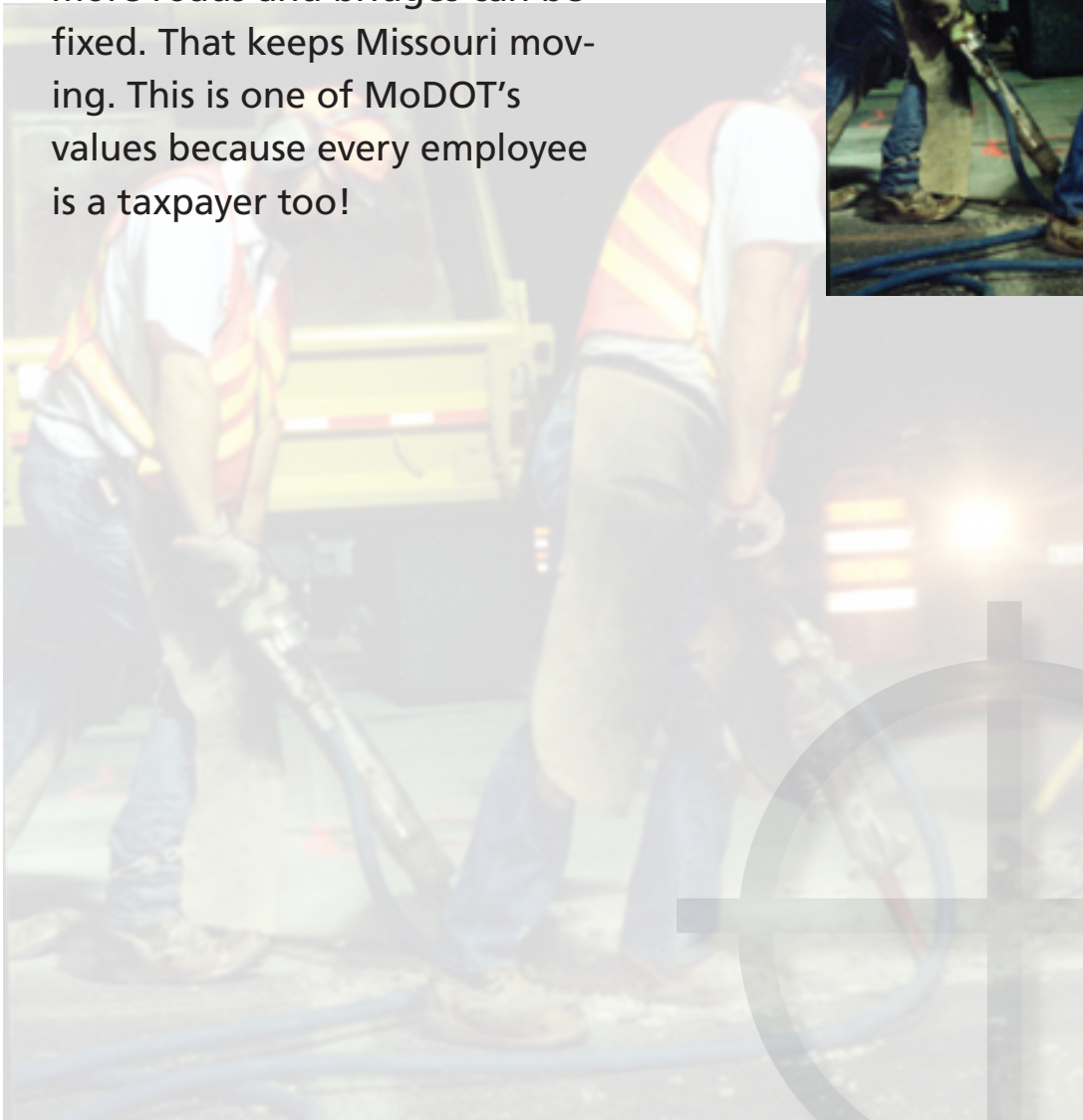

Best Value For Every Dollar Spent

*Tangible Result Driver – Pat Goff,
Director of Finance*

Providing the best value for every dollar spent means MoDOT is running its business as efficiently and effectively as possible. A tightly managed budget means more roads and bridges can be fixed. That keeps Missouri moving. This is one of MoDOT's values because every employee is a taxpayer too!



Best Value For Every Dollar Spent

Average salary of outsourced contract design and bridge engineer vs. full-time employee

Results Driver: Pat Goff, Director of Finance

Measurement Driver: Jim Deresinski, Controller

Purpose of the Measure:

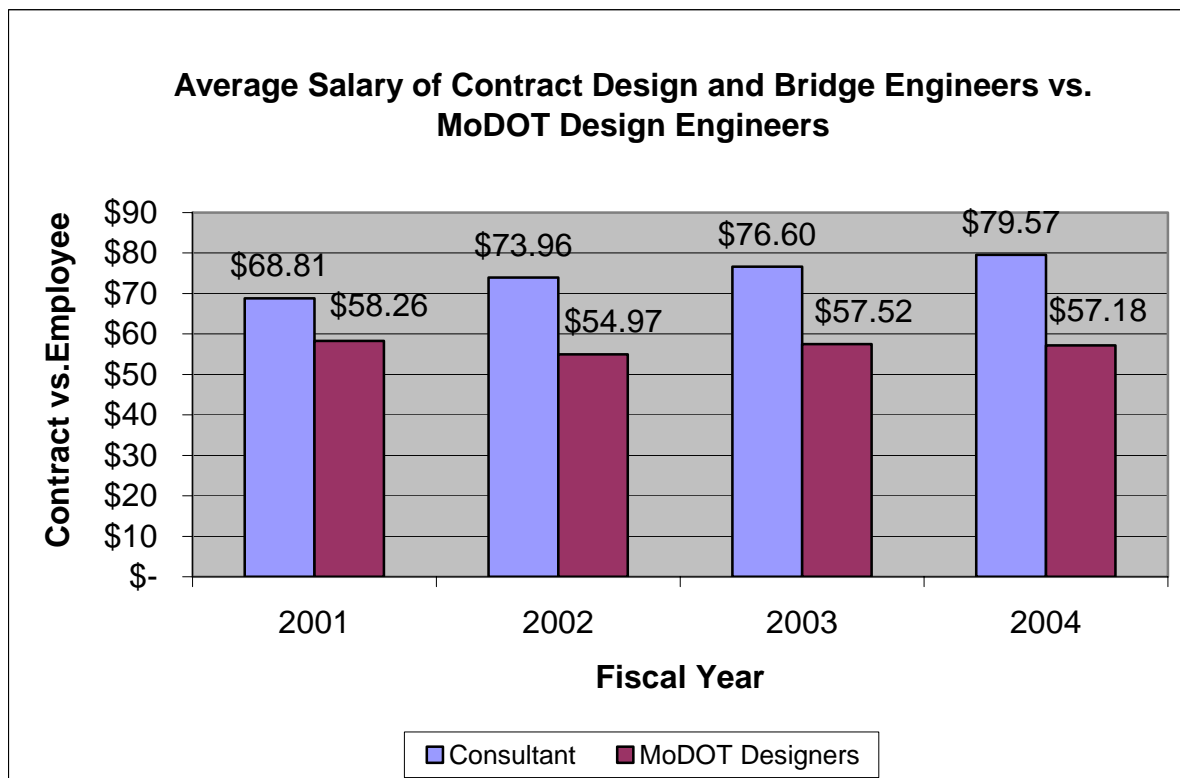
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, with the emphasis of spending for design and bridge engineering efforts.

Measurement and Data Collection:

The data collection is based on outsourced contracts and employee expenditures.

Improvement Status:

The desired trend would indicate outsourcing of design and bridge services is cost effective.



Desired
Trend:



Best Value For Every Dollar Spent

MoDOT national ranking in revenue per mile as compared to pavement condition

Results Driver: Pat Goff, Director of Finance

Measurement Driver: Herbert Wheeler, Resource Management Director

Purpose of the Measure:

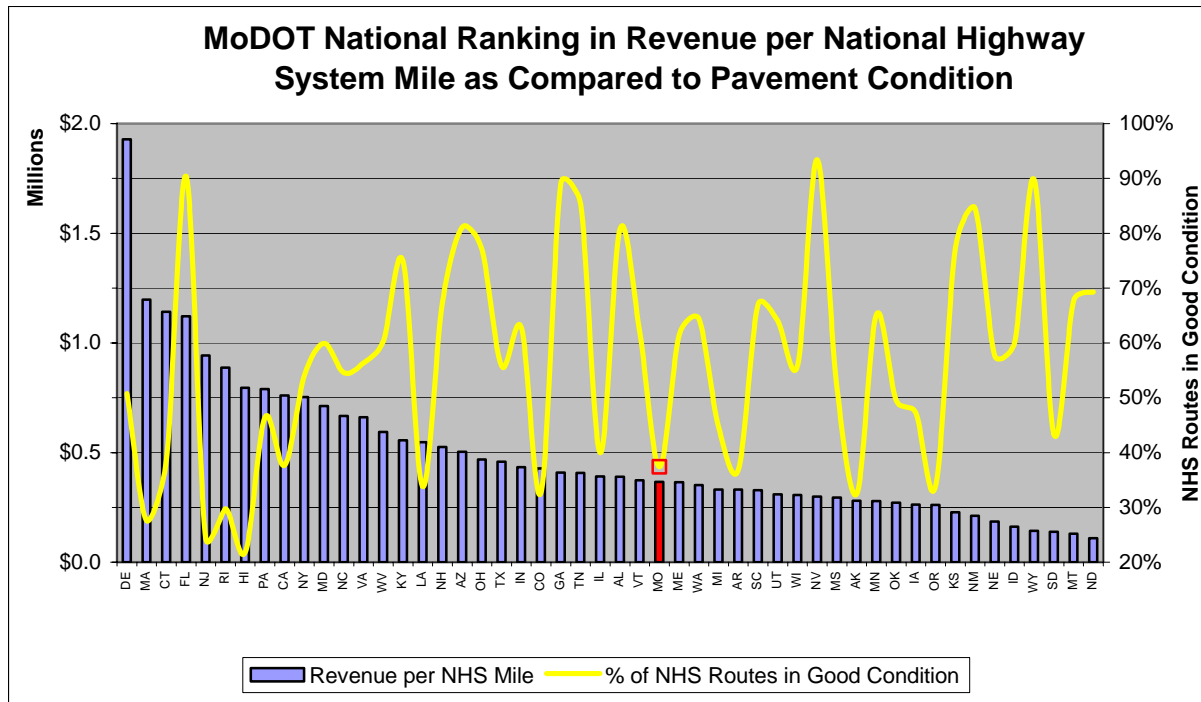
This measure shows Missouri's national ranking in total revenue for state highways per National Highway System mile and each state's percent of NHS routes in good condition.

Measurement and Data Collection:

The revenue is the total receipts less bonds as reported on Table SF-3 of the Federal Highways Administration's annual highway statistics report entitled, *Revenues Used By States For State-Administered Highways*. The total mileage is the urban and rural National Highway System miles as reported on Table HM-47 of the FHWA's annual highway statistics report entitled, *NHS Highway System Length – Miles By Measured Pavement Roughness*. The good condition mileage is the urban and rural NHS miles with an International Roughness Index of less than 95 as reported on Table HM-47 of the FHWA's annual highway statistics report entitled, *NHS Highway System Length – Miles By Measured Pavement Roughness*.

Improvement Status:

Missouri is ranked 28 in revenue per National Highway System mile. The state is ranked 41 in percent of NHS routes in good condition.



Best Value For Every Dollar Spent

Number of MoDOT employees

Results Driver: Pat Goff, Director of Finance

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

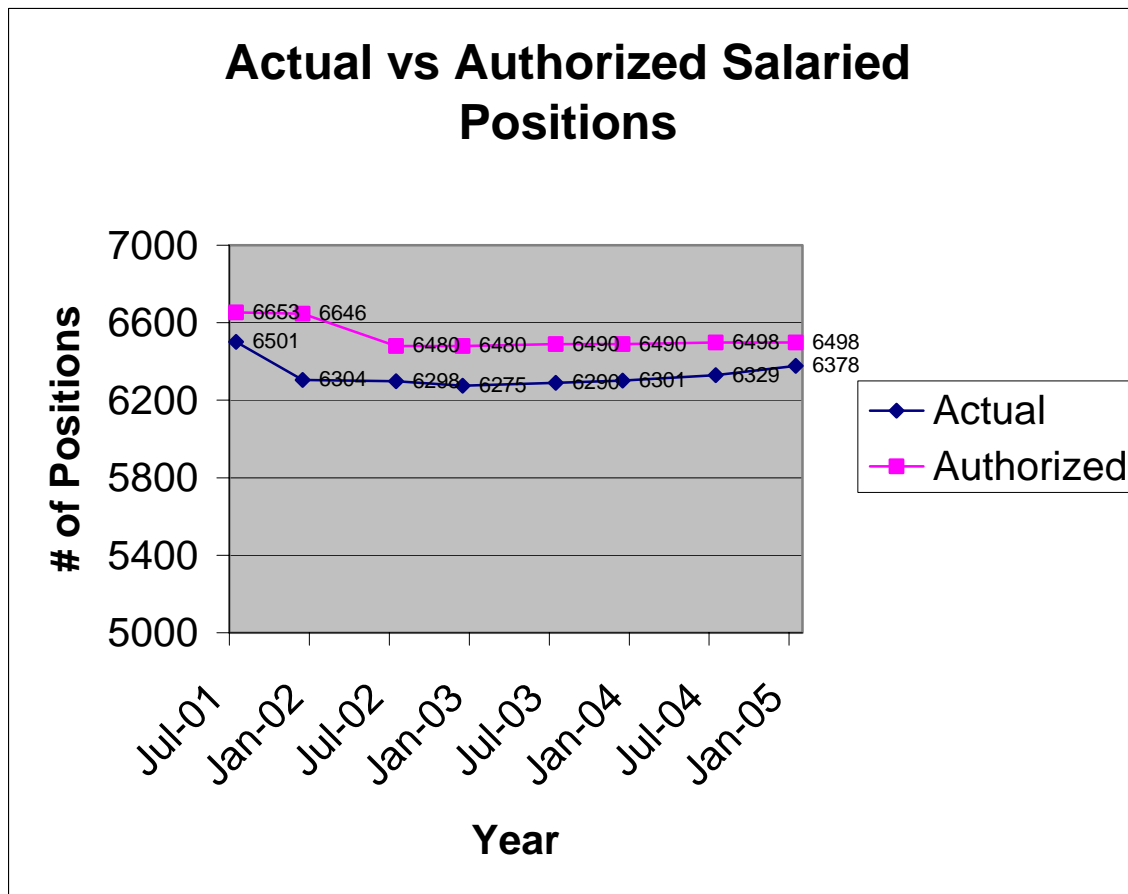
This measure tracks the growth of the department.

Measurement and Data Collection:

The data will be collected from the Data Mart and reported twice a year. The data is a high level view of overall staffing at MoDOT in relation to authorized positions that could be filled.

Improvement Status:

MoDOT has not grown in terms of overall staffing or staffing authorizations over the last four years.



Best Value For Every Dollar Spent

Rate of employee turnover

Results Driver: Pat Goff, Director of Finance

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

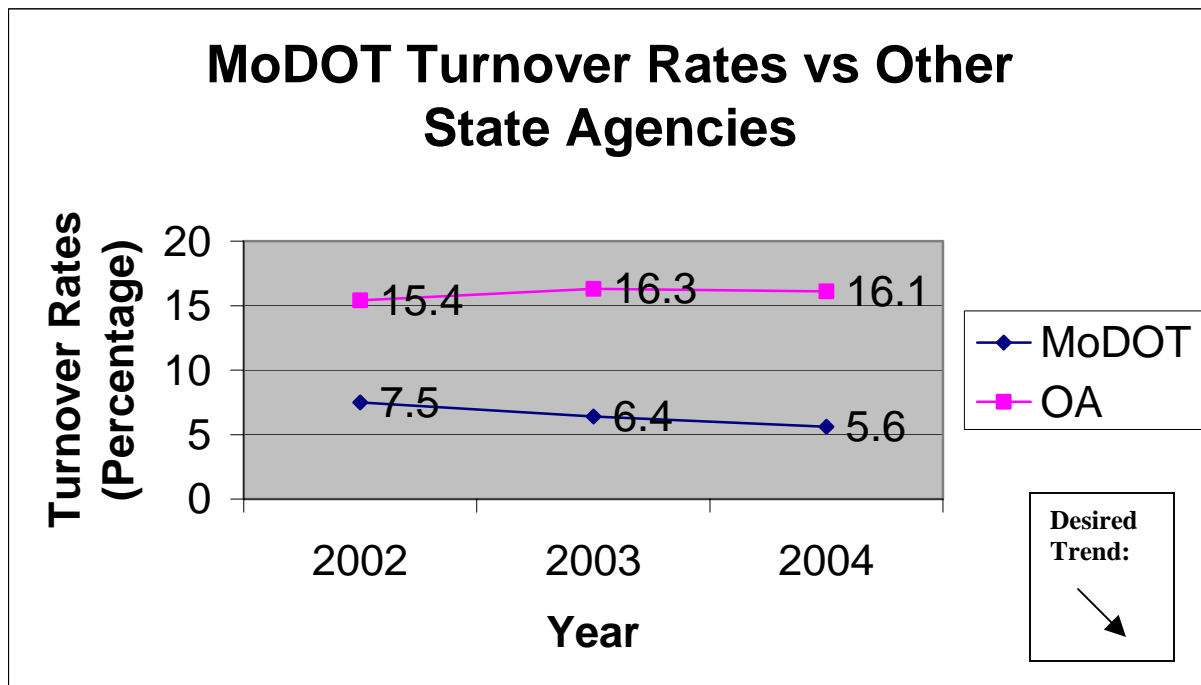
This measure tracks the number of employees who leave MoDOT in comparison to other state agencies as measured by the Office of Administration.

Measurement and Data Collection:

The data will be collected statewide to assess employee overall turnover.

Improvement Status:

As demonstrated in the graph below, MoDOT does not have a significantly high turnover rate. In 2002, the overall separation rate was 7.5 percent and has continued to decrease annually.



Best Value For Every Dollar Spent

Percent of construction and maintenance expenditures to all other costs

Results Driver: Pat Goff Director of Finance

Measurement Driver: Jim Deresinski, Controller

Purpose of the Measure:

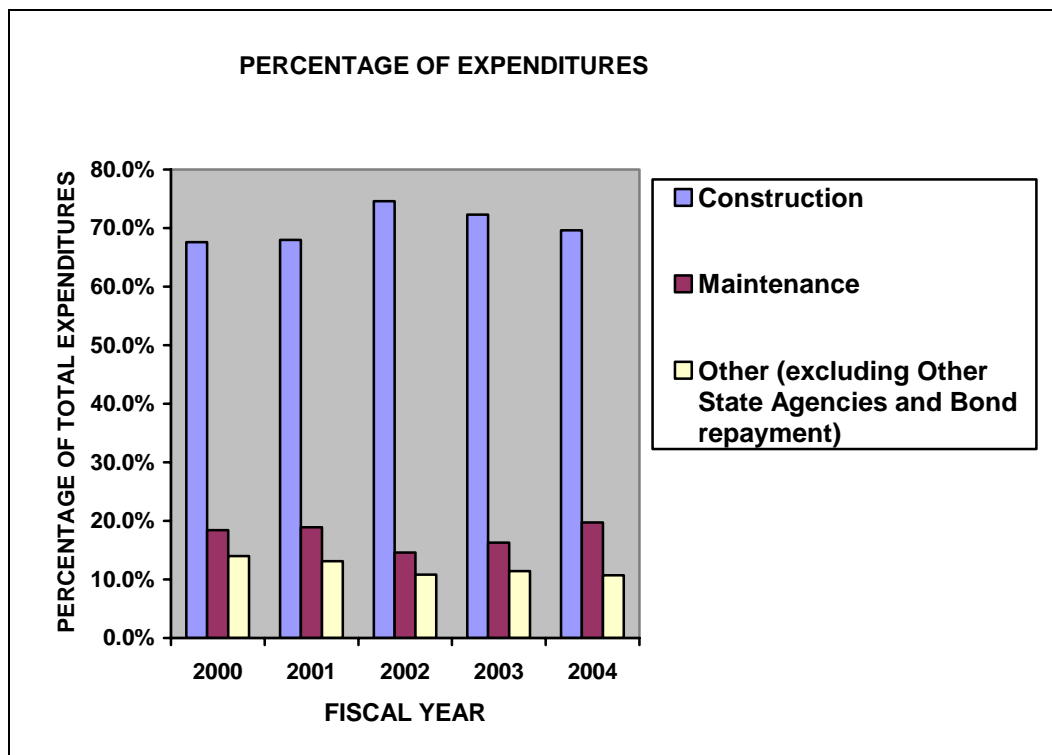
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, with the emphasis of spending on the construction and maintenance of our transportation system.

Measurement and Data Collection:

The data collection is based on cash expenditures by appropriation. Construction and maintenance expenditures are defined as expenditures from the construction and maintenance appropriations.

Improvement Status:

As indicated by the chart below, the largest percentages of expenditures by the Department of Transportation are for the construction and maintenance of roads and bridges.



Best Value For Every Dollar Spent

Percent of satisfied employees

Results Driver: Pat Goff, Director of Finance

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

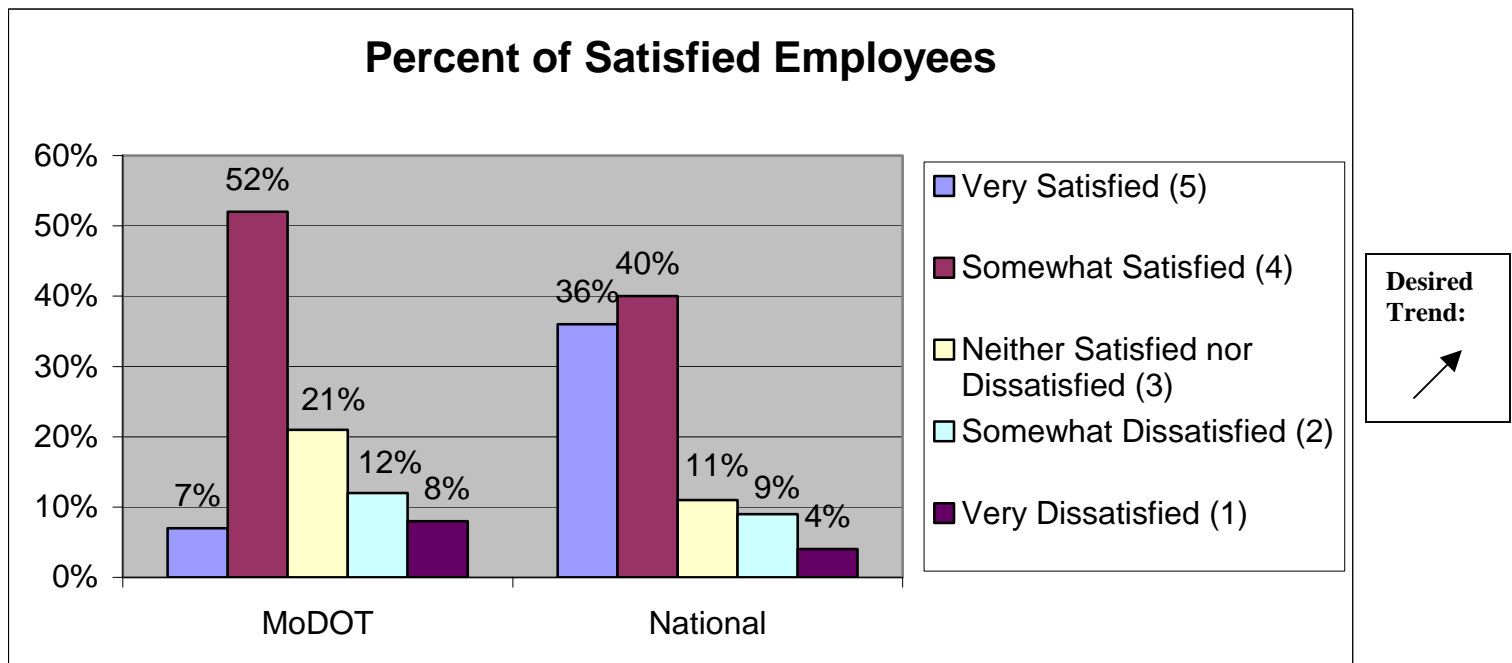
This measures the level of employee satisfaction throughout the department.

Measurement and Data Collection:

Employee satisfaction is measured using 18 items from an annual employee survey. The survey is administered anonymously via paper-and-pencil questionnaire. National comparison data is obtained from Cable News Network – Financial. Surveys results are reported every December.

Improvement Status:

Acting on information learned from our annual employee survey and other management initiatives, the desired trend is an increase in satisfaction from the 59 percent baseline and subsequent increases each year.



Best Value For Every Dollar Spent

Number of lost work days per year

Results Driver: Pat Goff, Director of Finance

Measurement Driver: Gerry Foster, Claims Administration Manager

Purpose of the Measure:

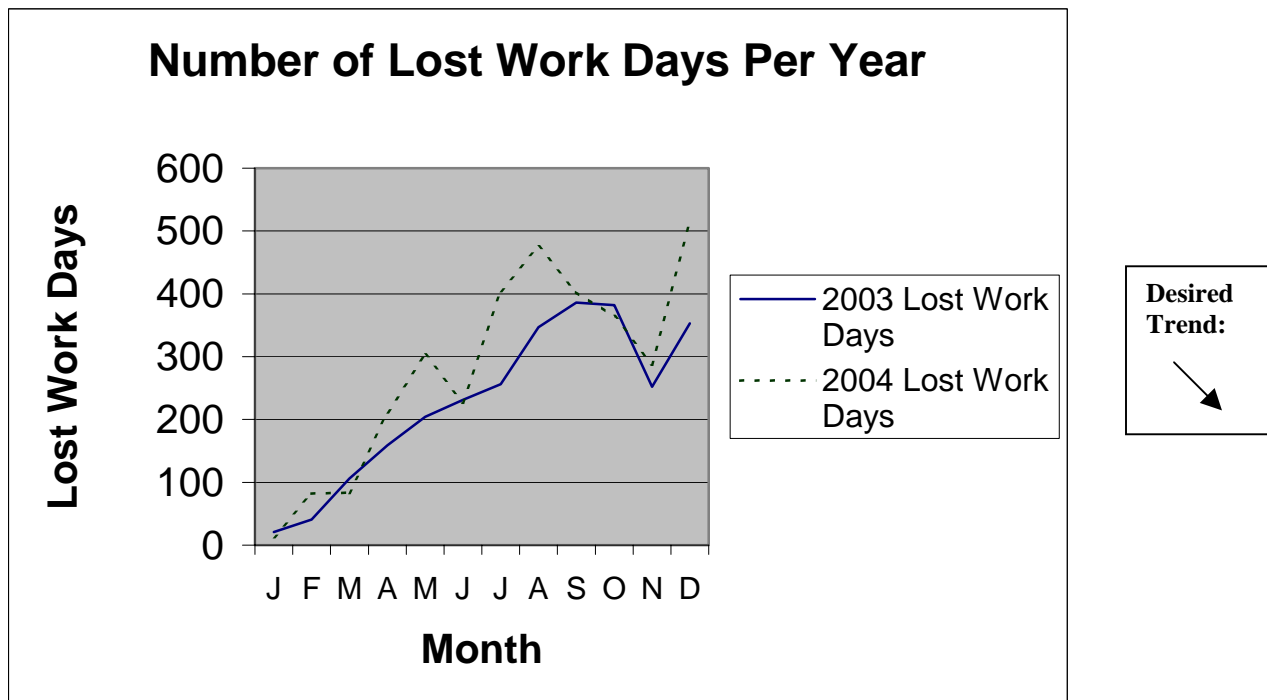
This measure tracks the number of days employees cannot work. Lost work days due to injuries reduce productivity and increase costs.

Measurement and Data Collection:

The data is tracked manually for accuracy and calculated per OSHA standards.

Improvement Status:

The 2004 lost workdays trended somewhat higher than 2003. MoDOT must constantly reinforce safety to reduce lost time injuries



Best Value For Every Dollar Spent

IS expenditures per FTE

Results Driver: Pat Goff, Director of Finance

Measurement Driver: Debbie Rickard, Assistant Controller

Purpose of the Measure:

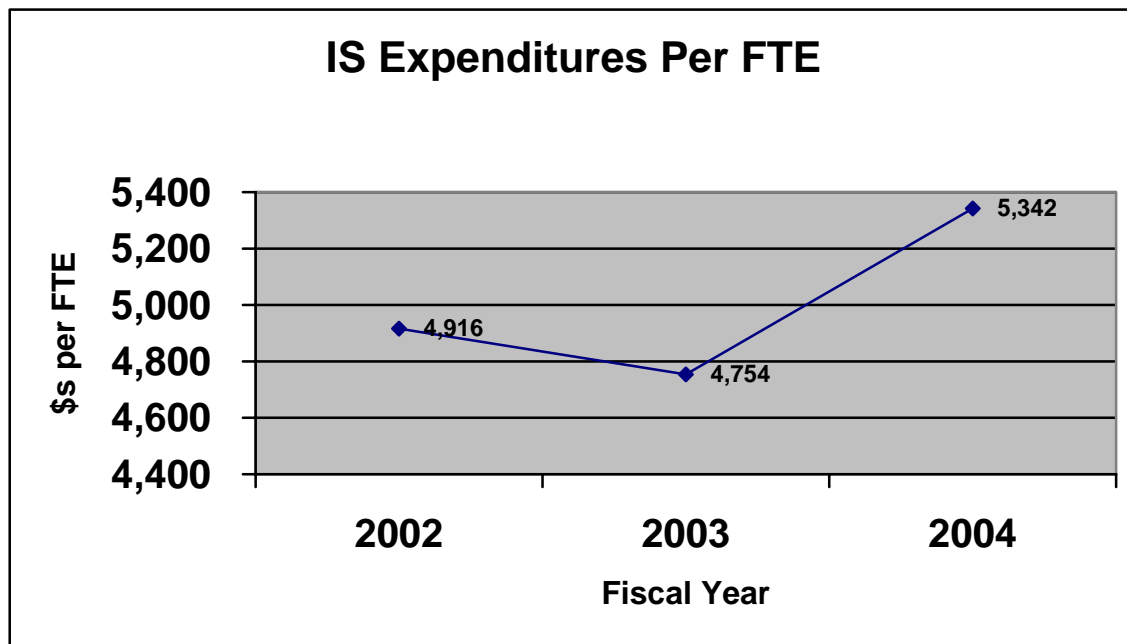
The measure tracks the cost of information systems for the department.

Measurement and Data Collection:

The data is collected based on expenditures recorded in the statewide financial accounting system. Expenditures include all costs associated with District and Central Office IS divisions. Not included are the employer's share of Social Security/Medicare taxes or state match for deferred compensation. Also excluded are telecommunications charges for the entire Department. Expenditures classified as the following by divisions other than IS divisions: information technology supplies, information technology outsourcing, information technology consulting and services, computer equipment: nonmainframe and mainframe, IT network and communication equipment computer software: mainframe and nonmainframe. Full Time Equivalent is defined as the total hours for the department divided by 2,080 and is measured at June 30.

Improvement Status:

The department's cost of IS expenditures per Full Time Equivalent has increased since 2002.



**Desired
Trend:**



Best Value For Every Dollar Spent

Fleet maintenance expenditures per FTE

Results Driver: Pat Goff, Director of Finance

Measurement Driver: Debbie Rickard, Assistant Controller

Purpose of the Measure:

The measure tracks the cost of maintaining fleet for the department.

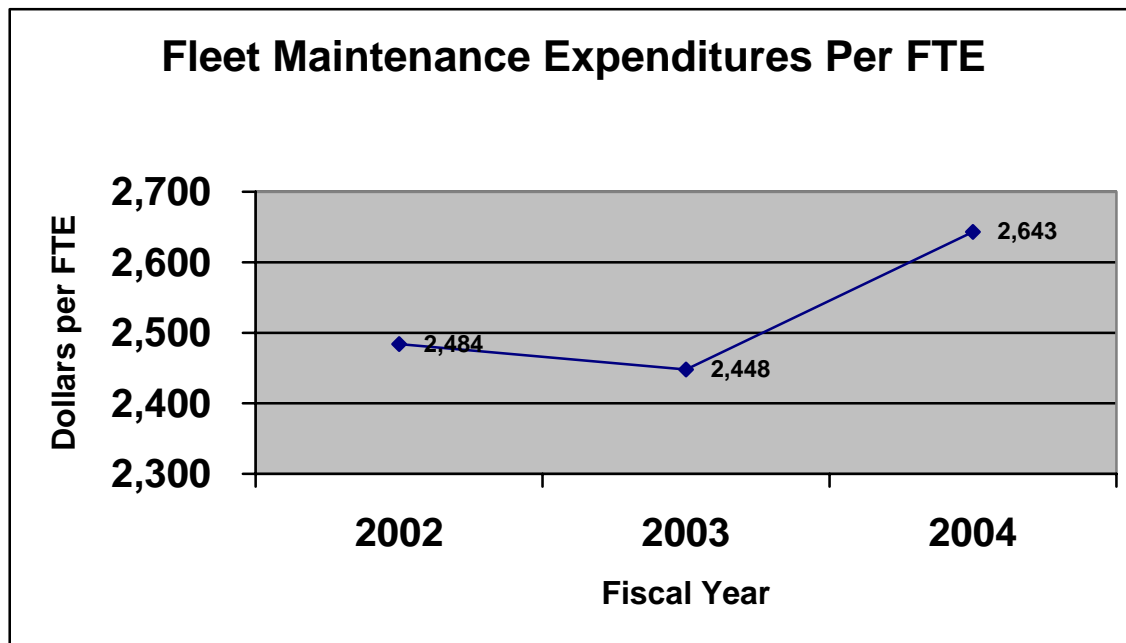
Measurement and Data Collection:

The data is collected based on expenditures and expenses recorded in the statewide financial accounting system.

Included are the cost of labor, benefits, and material expenditures to repair department fleet. It does not include the employer's share of Social Security/Medicare taxes and the department's match for deferred compensation. The following types of expenditures and inventory usage have been included if a job number associated to the equipment (fleet number) was identified with the expenditure: electrical, mechanical, vehicle repair, and other repair and maintenance supplies and vehicle, heavy equipment, and other transportation repairs and maintenance. Fleet is defined as equipment (motorized and non-motorized) identified by the department with a fleet number. Full Time Equivalent is defined as the total hours for the department divided by 2,080 and is measured at June 30.

Improvement Status:

The Department's cost of fleet expenditures per Full Time Equivalent increased in fiscal 2004.



Desired
Trend:



Best Value For Every Dollar Spent

Building (maintenance and capital) expenditures per FTE

Results Driver: Pat Goff, Director of Finance

Measurement Driver: Debbie Rickard, Assistant Controller

Purpose of the Measure:

The measure tracks the cost of maintaining buildings for the department.

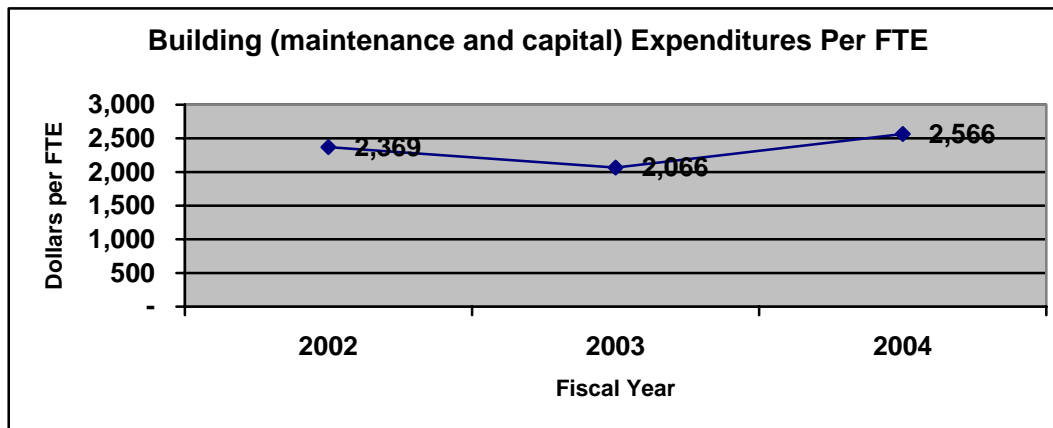
Measurement and Data Collection:

The data is collected based on expenditures recorded in the statewide financial accounting system. The following expenditures are included in the analysis:

Included are the cost of labor, benefits, and materials for central office facilities management and facilities maintenance divisions. It does not include the employer's share of Social Security / Medicare taxes and the department's match for deferred compensation. Expenditures coded to the following have been excluded: electricity, water and sewage, natural gas, other fuel and utilities, building leases and parking leases. Additionally expenditures have been included in the data where a building job number has been assigned: building repair supplies, electrical supplies, mechanical supplies, electrical repairs and maintenance services, and mechanical repairs and maintenance services, paid for by divisions other than central office facilities management and facilities maintenance. Expenditures for capital projects are also included. Labor by Department employees charged to a building job number is not included unless the employee is assigned to the facilities management and facilities maintenance sections of central office. Full Time Equivalent is defined as the total hours for the department divided by 2,080 and is measured at June 30.

Improvement Status:

The Department's cost of building expenditures per Full Time Equivalent has increased each year over the three-year period.



Desired
Trend:



Best Value For Every Dollar Spent

Utility expenditures per square foot of occupied space

Results Driver: Pat Goff, Director of Finance

Measurement Driver: Debbie Rickard, Assistant Controller

Purpose of the Measure:

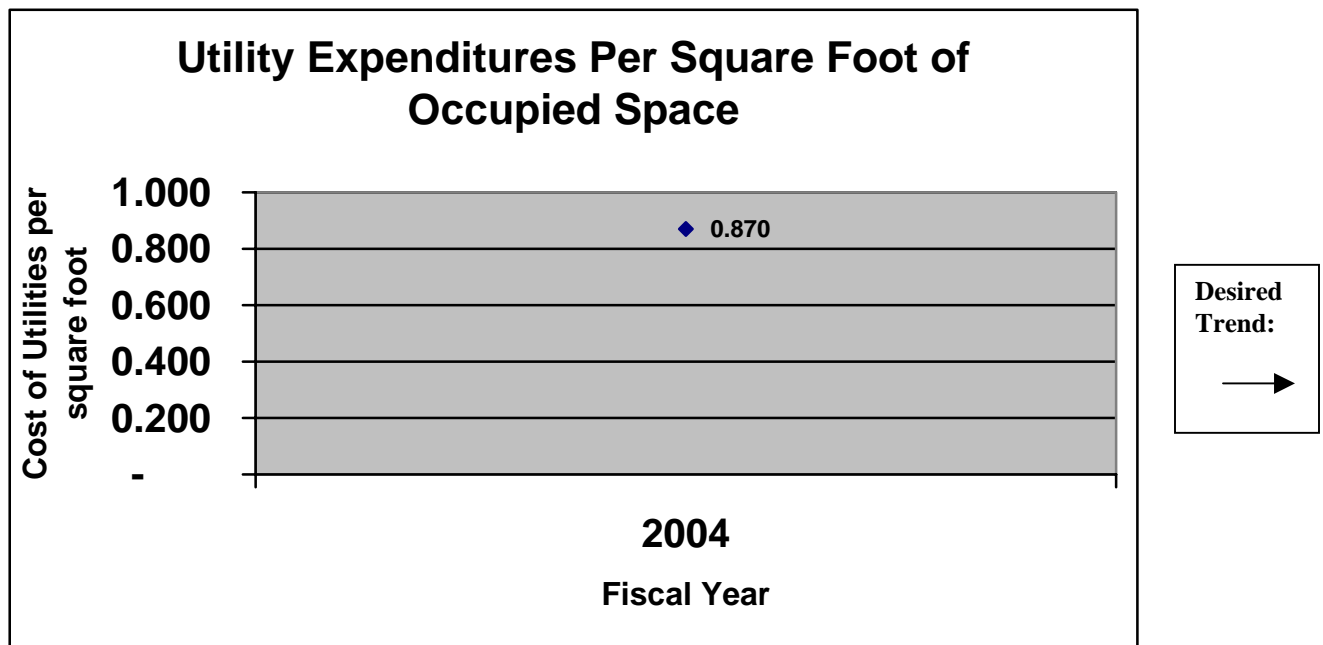
The measure tracks the department's utility costs for occupied buildings.

Measurement and Data Collection:

The data is collected based on expenditures recorded in the statewide financial accounting system. Expenditures classified as: electricity (excluding roadways, lighting and signal), natural gas, propane (excluding employee travel), water and sewage, fuel oil, and other fuel and utilities, are included in the data. Square footage includes all buildings, including leased buildings where the department is responsible for utilities. The buildings may contain material, equipment, people or any combination. Occupied square footage includes all buildings, including leased buildings, where the Department is responsible for utilities. The buildings may contain material, equipment, people or any combination.

Improvement Status:

Fiscal year 2004 is a baseline for comparison. Sufficient data is not currently available related to square foot cost for decision purposes.



Best Value For Every Dollar Spent

Dollars expended on non-design related consultants

Results Driver: Pat Goff, Director of Finance

Measurement Driver: Debbie Rickard, Assistant Controller

Purpose of the Measure:

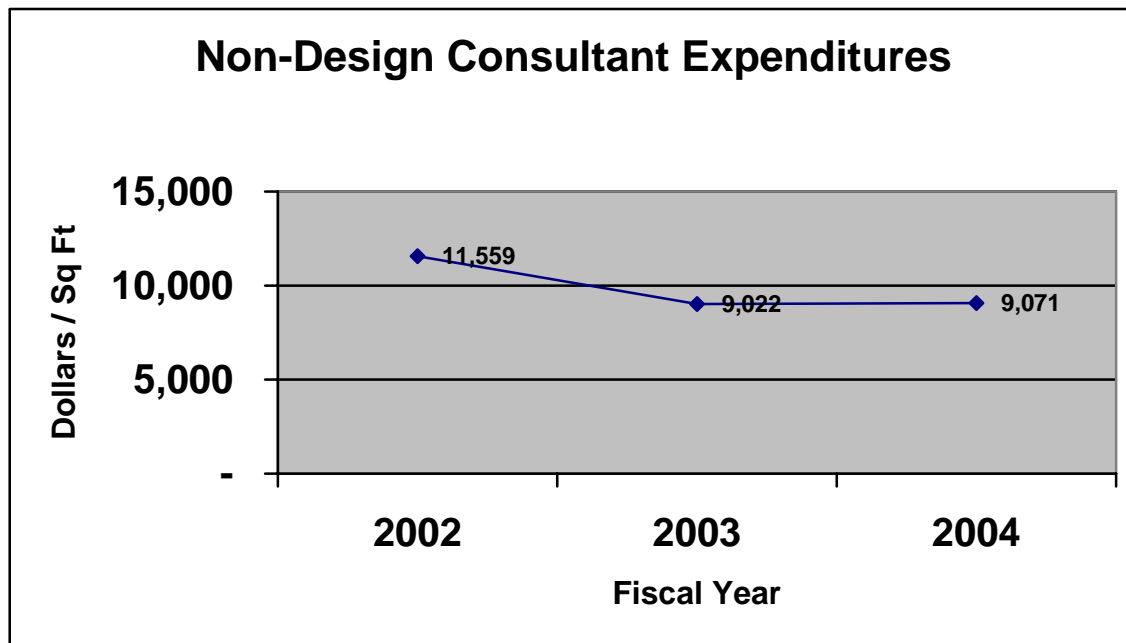
The measure tracks the department's use of non-design consultants.

Measurement and Data Collection:

The data is collected based on expenditures recorded in the statewide financial accounting system. The data includes expenditures for Professional Services and Computer Information Services.

Improvement Status:

The department has reduced the services of non-design consultants from fiscal year 2002.



**Desired
Trend:**



Best Value For Every Dollar Spent

Percent of federal funds used

Results Driver: Pat Goff, Director of Finance

Measurement Driver: Herbert Wheeler, Resource Management Director

Purpose of the Measure:

The measure shows how much of the federal funds made available to Missouri are being utilized.

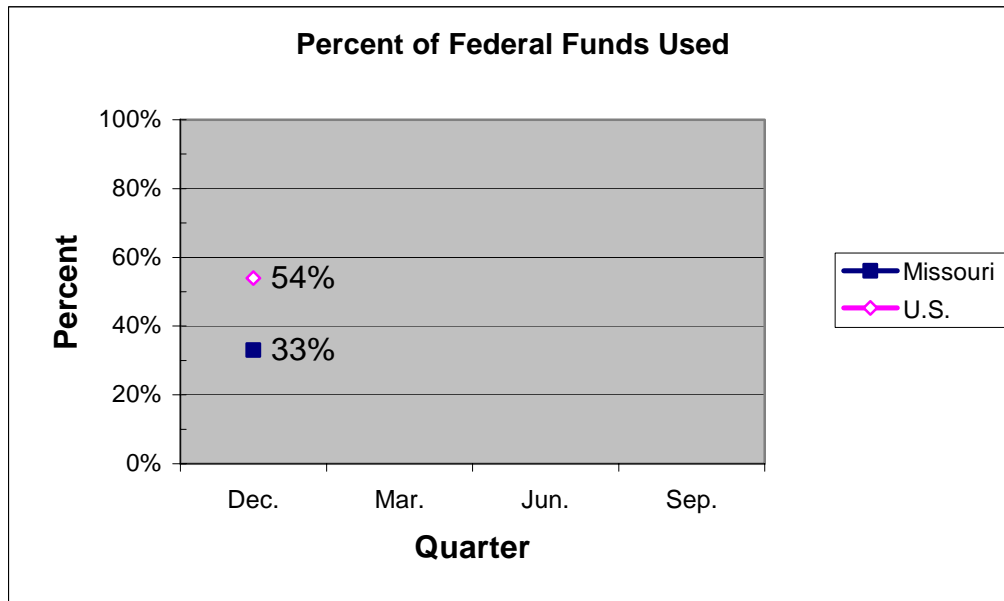
Measurement and Data Collection:

Obligation limitation is a restriction or “ceiling” on the amount of federal assistance that may be promised during a specific time period.

The percent of federal funds used as of Sept. 30 must be 100 percent. The percent of federal funds used as of Dec. 31, March 31, and June 30 might be misleading due to the amount (approximately 20 percent) MoDOT must make available to the Local Programs, such as the Off-System Bridge Replacement, Surface Transportation-Urban, Enhancement, and Air Quality programs. The percent of federal funds used as of Dec. 31, March 31, and June 30 might be misleading due to the timing of short-term extensions and continuing resolutions.

Improvement Status:

Missouri’s percent of federal funds used as of Dec. 31, 2004, is relatively low. This is due to the timing of the current continuing resolution.



**Desired
Trend:**



Best Value For Every Dollar Spent

Percent of actual state highway user revenue vs. projections

Results Driver: Pat Goff, Director of Finance

Measurement Driver: Herbert Wheeler, Resource Management Director

Purpose of the Measure:

The measure shows the precision of the state highway user revenue projections.

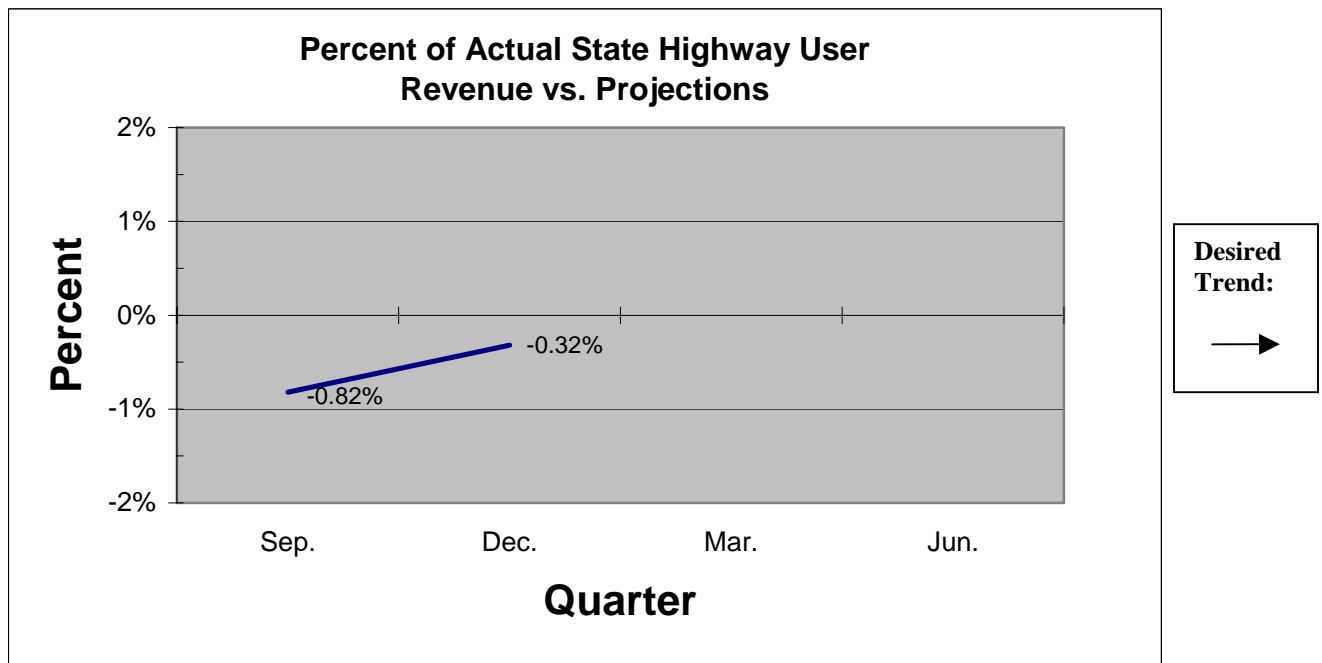
Measurement and Data Collection:

State highway user revenue includes: Motor Fuel, which are taxes collected on each gallon of motor fuel purchased. License and Fees, which are driver licenses and taxes and fees collected on motor vehicle licensing and registrations. Sales and Use Taxes, which are taxes collected on the purchase of motor vehicles.

Projections are based on the current financial forecast. Percent is based on year-to-date revenues. The actual data is provided monthly to Resource Management by the Controller's Office.

Improvement Status:

Actual revenue is slightly less than projections. Since the variance is less than ½ percent, no improvement action is needed.



Best Value For Every Dollar Spent

Percent of vendor invoices paid on time

Results Driver: Pat Goff, Director of Finance

Measurement Driver: Debbie Rickard, Assistant Controller

Purpose of the Measure:

This measure will track the department's timeliness in processing vendor payments.

Measurement and Data Collection:

Improvement Status:

**Measure is Under
Development**